


MICHAEL QUARTERMAIN, BCom, LL.M, MPACS, CSCMP. CAPM, CIN, CMgr, QMed.

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I have a solid track record of creating cross-functional collaboration and respecting diversity in each unique relationship in a global, holistic, data-driven worldview. I set a clear strategic direction that drives for total alignment and adapts to and embraces complexity.

Preserving through the challenges of an ever-changing competitive and global market experiencing tremendous disruption, I offer a unique blend of practical supply chain, procurement, and sourcing acumen with extensive business and academic learning. I am an innovative change leader focused on generating value for money, executing process development/re-engineering enabled by technology and supported by great people, and delivering sustainable results.

Areas of Expertise

Executive Leadership, Innovation, Change Management, Continuous Improvement, Strategy,
Lean Six Sigma, Performance Management, Policy Development,
Global Supply Chain, Strategic Sourcing, Procurement, Sustainability
Customer-Centric, Service Delivery, Collaboration, Adaptable, Agile
Coach, Mentor, Learner, Conflict Management

CAREER SUMMARY

CONESTOGA COLLEGE INSTITUTE OF TECHNOLOGY AND ADVANCED LEARNING

Conestoga is one of Ontario's fastest-growing colleges and a leader in polytechnic education. Our career-focused education programs range from apprenticeships to diplomas, degrees to post-graduate certificates, continuing education, and part-time studies.

FULL TIME, SESSIONAL AND PARTIAL LOAD PROFESSOR **2019 - present**

As a faculty member at Conestoga, teaching is an excellent way to share a passion for teaching and rich industry experience by creating and promoting supportive and effective learning environments that allow students to achieve their full academic potential. Experience with curriculum development and curriculum guidance. Courses taught include Sustainability, CSR, Organizational Behaviour, and Global Supply Chain.

CEIS INC. **2018 - present**

CEIS Inc. works in a consulting and interim capacity to help companies facing changing competitive headwinds and market disruption in high growth, recovery, and turnaround situations balanced with leveraging tailwinds to maximize outcomes and championing fiscal spend discipline throughout the supply chain.

Engagements include spending savings initiatives, global sourcing, capital equipment purchasing, supply chain processes, distribution systems, warehouse operations, not-for-profit partnership development, and office and move management. Industries include food processing and manufacturing, general merchandise - retail, not-for-profit, and real estate.

SOBEYS INC. **1998 – 2018**

Sobeys is a \$24.6 billion Canadian grocery retail chain operating 1,500 stores and twenty-six distribution centers in all ten provinces under retail banners, including Sobeys, Safeway, IGA, Foodland, FreshCo, Thrifty Foods, Needs, Lawton's Drug Stores, and 350 retail fuel locations. Sobeys and its franchise affiliates employ more than 125,000 people.

Vice President, INDIRECT SOURCING and PROCUREMENT (2002 – 2018)

(4 direct staff ... 50 staff across Canada ... \$75M+ CapEx ... \$1 billion+ OpEx ... \$50M Revenue Budget ... \$17M P&L)

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Accountable for driving the sourcing and procurement, people, and process strategies for a broad range of customer-facing (retail) and non-customer-facing (expense) categories.

- Led and managed a comprehensive cost stewardship initiative encompassing strategic sourcing initiatives across the company coast to coast to extract costs, adding to the bottom line and providing the ability to continue to invest in competitive pricing as margins declined.
 - Partnered alongside leadership and functional business leads to pinpoint cost control opportunities with third-party consultants' data analysis and discovery support.
 - Identified a range of savings across the business to extract an average of ~14% of spend brought under management while shifting culture towards expense management.
- Implemented a more cost-efficient equipment logistics process for equipment transportation to support capital plan execution after initiating the new procurement system.
 - Collaborated with construction project management leads to identify current issues and develop solutions to implement a third-party freight management program linked to the existing procurement purchase order system.
 - Negotiated a third-party 3PL agreement to support needs analysis outcomes around project-based needs, replenishment needs, and surplus equipment management.
 - Improved on-time delivery, providing real-time tracking, reduced project freight expenses from 12% to an average of 7%, and eliminated >\$1M in excess equipment in storage.
- Sourced and implemented a streamlined and automated e-procurement process to reduce paper-based methods, improve process transparency, and increased spending leverage.
 - Assessed current processes with finance, IT, internal audit, and third-party providers, sourcing leading practices and technologies applicable to corporate needs.
 - Introduced an innovative e-auction to deliver an average of 15% savings, combined with a traditional tendering process.
- Developed a strategic plan to harmonize and leverage maintenance expenditures touching \$175M p.a. with a national scope mandate, collaborating with key finance, IT, and operations business partners, optimizing spend management, harmonizing specifications, and reducing risk exposure.
 - Conceived and devised a company-wide maintenance strategy to include systems selection and deployment, process development, and structural changes over a 5-year rollout plan, deploying end-to-end paperless and risk-managed processes.
 - Captured >\$20M in benefits for Sobeys at 750 active sites with a live 24/7 technical solution center managing >1K service providers and 180K work orders annually.
- Collaborated with VP Shared Services to deploy a transactional procure to pay (P2P) system to control spending exceeding \$500M not under management and implement procurement practices to eliminate ad hoc non-purchase order process.
 - Teamed with National Accounting Services and all business functions to implement a B2B platform (Ariba), facilitating an end-end managed procurement process for practicality and optimum end-user experience.
 - Strengthened spend visibility and program compliance, leveraging opportunities to generate >\$2M in hard cost reductions and hundreds of thousands of soft costs in a paperless environment through decreased administration.
- Streamlined inconsistent and regionally driven equipment procurement processes experiencing varying specifications, lack of spending controls, and overspending issues.
 - Drafted and presented a centralized equipment procurement process, enabling IT and purchasing teams to support the harmonization and specification identification process.
 - Interacted with stakeholders to uncover issues, engaged IT in the solution and blueprinting exercise, documented requirements, and compiled and presented a national equipment procurement resource plan with a list of standardized specifications supported in an SAP environment using project management modules.
 - Gained significant savings and tightened compliance for an average \$75M annual spend with three hundred suppliers purchasing 4K active items, generating an average of 15K in purchase orders volume annually.
- Championed sustainability initiatives working with industry groups and government agencies.
 - Introduced plastic bag reduction strategies to reduce usage by 30% +.
 - Promoted alternate refrigeration systems to eliminate CO₂ emissions related to system leaks – leading NA grocery.
 - Managed waste collection programs, expanding recycling initiatives that included solid waste, organics, plastics, and paper/cardboard.

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SENIOR DIRECTOR PROCUREMENT – Retail Brands (2001 – 2002)

(Prior roles ... **Director Procurement – Retail Brands** ... **Business Director – Retail Brands** | 1998 – 2001)

Monitored Procurement Managers assigned to each business unit team to enforce competitive cost negotiations to meet demanding targets supporting the retail strategy across multiple retail and wholesale operations sectors.

- Directed a cross-functional team to develop competitive private-label products for frozen food, beverage, and ice cream categories.
 - Steered procurement, product development, and quality assurance for the \$100M product portfolio, swiftly surpassing sales, and profit expectations after launch.
- Led vendor negotiations and costing approach for new private label program brands after Sobeys acquired the Oshawa Group.
 - Consulted with internal and external professionals, navigating the complexity of coordinating a 10-person procurement team in a dotted-line reporting relationship.
 - Released national pricing strategy of integrated brands totalling 3K SKUs and \$15M savings, exceeding budget by 10%.

Prior Appointments

Procurement Manager (Agora Foods Merchants | 1997 – 1998)

Manager – Market Development (Horizon International | 1995 – 1997)

Category Manager (PharmaPlus Drugmarts | 1991 – 1995)

Buyer & Operations Management (Kent Drugs Ltd. | 1980 – 1991)

Store Management (Towers Department Stores | 1979 – 1980)

EDUCATION DEGREES, CERTIFICATES, DIPLOMAS

Professional Masters of Education, Queens University, **In Progress**

Circular Economy and Sustainability, University of Cambridge, Judge School of Business (2023)

Post Secondary Teaching Certificate, Conestoga College (2022)

Carbon Literacy Education Standard Certificate, Carbon Literacy Trust (2021)

Lean Six Sigma Greenbelt, Desautels Faculty of Management, McGill University – (2020)

Master of Peace and Conflict Studies (MPAC), University of Waterloo (2017)

Master of Laws, specialization in ADR (LLM), Osgoode Hall Law School (2010)

Dispute Resolution Certificate, York University (2006)

Bachelor of Commerce (BCom), York University (2005)

PROFESSIONAL CERTIFICATIONS

Certified International Negotiator (CIN), Chartered Institute of Professional Certifications (2023)

Certified Associate Project Manager (CAPM), Project Management Institute (2018)

Chartered Manager (CMgr), Canadian Institute of Management (2016)

Certified Supply Chain Management Professional (CSCMP), Supply Chain Management Assn. (2010)

Qualified Mediator (QMed), Alternative Dispute Resolution Institute of Ontario (2010)

HONOURS AND RECOGNITIONS

Marquis Who's Who Biographical Registry (2022 -2023)

Recognized as a supply chain expert and professor.



Marquis Who's Who Publication Board, Top Professionals - Education (2023)

Recognized as a Top Educator for achieving and demonstrating unwavering excellence in the field.



International Federation of Purchasing and Supply Management (IFPSM), (2016)

Recognition for meeting the global standard in purchasing and supply chain management.

TEACHING, TRAINING, AND COACHING

Humber College, Sessional Instructor – Supply Chain Management

Seneca College of Applied Arts and Technology, Sessional Instructor - Business

The University of Waterloo, Teaching Assistant (TA) - Arts & Business - 400 level.

York University, Alternative Dispute Resolution Certificate - Coaching Core I, II, III

Osgoode Hall Law School, Lawyer as Negotiator, Coaching; Small Claims Court - Supervision

Queens University Industrial Relations Program, Coaching

Conflict Management; Mediation Advocacy Seminar, Developer, and Instructor

PROFESSIONAL DEVELOPMENT

Piedmont/Ponderosa Model of Faculty Development, Association for Advancement of Sustainability in Higher Education (2024)

Blue Ocean Practical Strategy/Leadership, Blue Ocean Academy (2023)

Mental Health First Aid Standard Training, Mental Health Commission of Canada (2023)

Joint Health and Safety Committee Training, Parts 1 and 2, Ontario Ministry of Labour, Training and Development (2023)

Academic Integrity Micro-credential, Conestoga College (2023)

Business Analytics for Supply Chain, DBI & SCMAO (2022)

En Roads Climate Interactive Simulation Ambassador Camp, Climate Interactive/MIT Sloan (2022)

Canadian Law Certificate, Procurement Law Office, (2021)

Inter-cultural Practices Micro-credential, Conestoga College (2021)

Ontario Human Rights Commission, Working Together: The Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (2018)

Personality Dimensions, University of Waterloo (2017)

Conflict Coaching Skills, University of Waterloo (2016)

Great Manager Program, Gallup Consulting (2014)

Practical Ethics for Working Mediators, Alternative Dispute Resolution Institute of Ontario (2013)

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Facilitation Skills, University of Waterloo (2013)

InsideOut™ Coaching Certification, InsideOut Development (2008)

Narrative Mediation, University of Waterloo (2007)

Mediation Certificate, Harvard Law School, Program of Instruction for Lawyers @ PON (2006)

PUBLIC PRESENTATIONS AND ARTICLES

Presentation, Conestoga College Institute of Technology and Advance Learning – Spring 2022
Climate Change and Carbon Literacy (with Laura Matheson), Excellence in Education (E3).

Spectrum, Cambridge Chamber of Commerce – Spring 2022 – Teaching the Leaders of Tomorrow
<https://online.flipbuilder.com/cambridgechamber/hdek/>

Canadian Manager – Spring 2020 - Supply Chain Vulnerability, Visibility; Building a Competitive Advantage

<https://www.linkedin.com/pulse/supply-chain-vulnerability-visibility-value-michael/>

Supply Chain Canada e-Connect – May 2020 - Supply Chain, Vulnerability, Visibility, and Value

<https://www.linkedin.com/pulse/agility-adaptability-resilience-competitive-advantage-michael/>

Peel Regional Council, Transportation Demand Planning (December 2016)

Wilfrid Laurier School of Business and Economics, Supply Chain Management Speaker Series, Importance of Soft Skills beyond Technical Competency (November 2012)

Ontario Institute of Purchasing Management Association, 15th Annual Conference, The Importance of Soft Skills beyond Technical Competency, (October 2012)

Canadian Stewardship Conference, A Grocer's View on Stewardship, (September 2011)

COMMUNITY ACTIVITIES

Supply Chain Canada, Ontario Institute– Board of Directors, 2016 - 2020

York Central Hospital (now Mackenzie Health) – Community Member, 2011 to 2014

Peacebuilders International (Canada) – Lead Circle Facilitator, Youth Justice Initiative, 2008 to 2012

City of Kanata, Volunteer Fire Fighter, 1984 - 1985